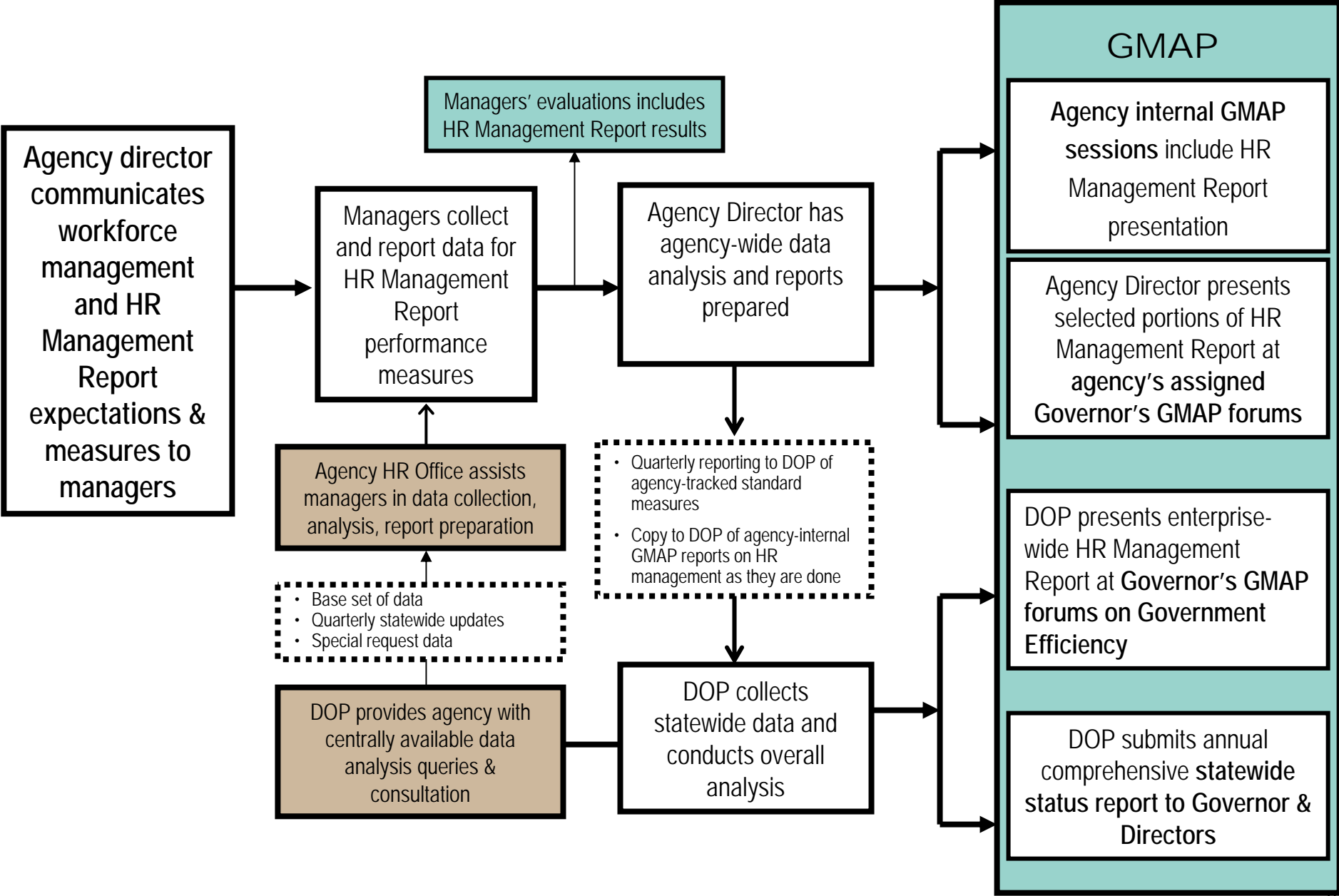## Washington State
Employment Security Department
Human Resource Management Report

Prepared for:
Karen Lee, Commissioner
Employment Security Department
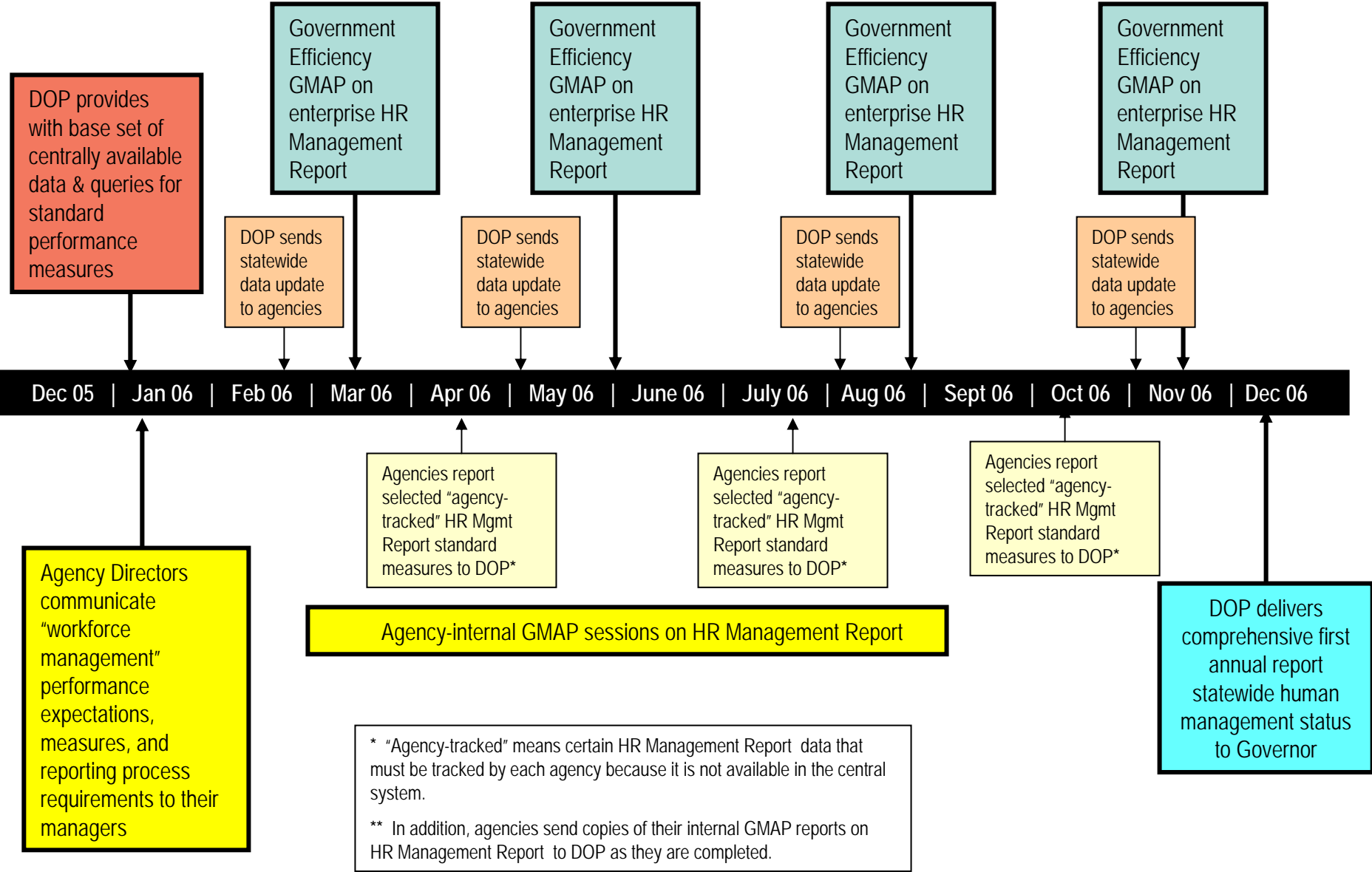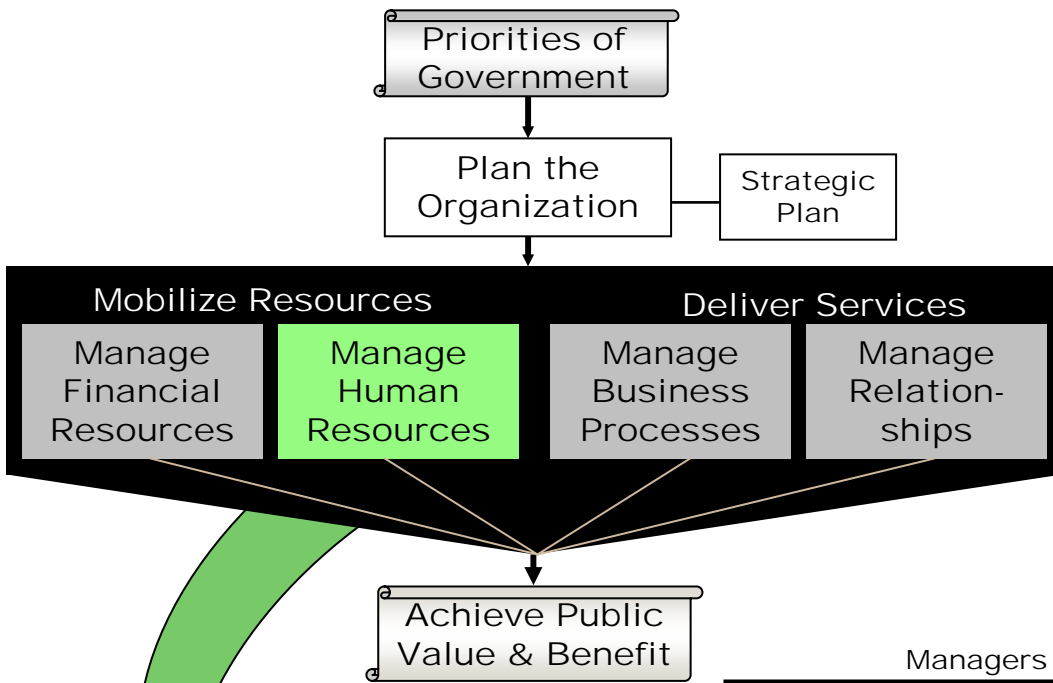
By:
Coleen Blake and Jon Tran
October 2006

HR
WSD Personnel

Human Resource Management Report - Reporting Process

Agency director communicates workforce management and HR Management Report expectations & measures to managers

→

Managers collect and report data for HR Management Report performance measures

↑ Managers' evaluations includes HR Management Report results

→

Agency Director has agency-wide data analysis and reports prepared

→

GMAP

Agency internal GMAP sessions include HR Management Report presentation

Agency Director presents selected portions of HR Management Report at **agency's assigned Governor's GMAP forums**

DOP presents enterprise-wide HR Management Report at **Governor's GMAP forums on Government Efficiency**

DOP submits annual comprehensive **statewide status report to Governor & Directors**

↑ Agency HR Office assists managers in data collection, analysis, report preparation

↑
- Base set of data
- Quarterly statewide updates
- Special request data

↑ DOP provides agency with centrally available data analysis queries & consultation

- Quarterly reporting to DOP of agency-tracked standard measures
- Copy to DOP of agency-internal GMAP reports on HR management as they are done

↓

DOP collects statewide data and conducts overall analysis

Human Resource Management Report - Reporting Timeline

DOP provides with base set of centrally available data & queries for standard performance measures

Government Efficiency GMAP on enterprise HR Management Report

Government Efficiency GMAP on enterprise HR Management Report

Government Efficiency GMAP on enterprise HR Management Report

Government Efficiency GMAP on enterprise HR Management Report

DOP sends statewide data update to agencies

DOP sends statewide data update to agencies

DOP sends statewide data update to agencies

DOP sends statewide data update to agencies

| Dec 05 | Jan 06 | Feb 06 | Mar 06 | Apr 06 | May 06 | June 06 | July 06 | Aug 06 | Sept 06 | Oct 06 | Nov 06 | Dec 06 |

Agencies report selected "agency-tracked" HR Mgmt Report standard measures to DOP*

Agencies report selected "agency-tracked" HR Mgmt Report standard measures to DOP*

Agencies report selected "agency-tracked" HR Mgmt Report standard measures to DOP*

Agency-internal GMAP sessions on HR Management Report

Agency Directors communicate "workforce management" performance expectations, measures, and reporting process requirements to their managers

DOP delivers comprehensive first annual report statewide human management status to Governor

* "Agency-tracked" means certain HR Management Report data that must be tracked by each agency because it is not available in the central system.

** In addition, agencies send copies of their internal GMAP reports on HR Management Report to DOP as they are completed.

3

Managers' Accountability for Strategic Workforce Management

Priorities of Government

Plan the Organization — Strategic Plan

Mobilize Resources / **Deliver Services**

Manage Financial Resources | Manage Human Resources | Manage Business Processes | Manage Relation-ships

Achieve Public Value & Benefit

Managers have five primary workforce management functions:

Manage Human Resources

Plan & Align Workforce

Hire Workforce

Deploy Workforce

Reinforce Performance

Develop Workforce

Agency Managers' Logic Model for Workforce Management

	Key Outputs	Initial Outcomes	Intermediate Outcomes
Plan & Align Workforce	Articulation of managers HR performance accountabilities. HR policies. Job & competency analyses. Workforce plan. Positions classified, salaries assigned.	• Workforce levels, competencies, & strategies are aligned with agency priorities • Managers' accountabilities are communicated & understood	Foundation in place to build and sustain a productive, high performing workforce
Hire Workforce	Qualified candidate pools, interviews & backgrounding. Job offers. Appointments and initial performance monitoring.	Best qualified hired & reviewed during appointment period	The right people are in the right job at the right time
Deploy Workforce	Work assignments& requirements defined. Positive workplace environment & relations created. Coaching, feedback, corrections.	• Workplace is safe, gives capacity to perform, fosters productive relations • Employees know job requirements, how they're doing, & are supported	Time & talent is used effectively. Employees are motivated & productive.
Develop Workforce	Individual development plans. Time/ resources for training. Continuous learning environment created.	Learning environment created. Employees are engaged in development opportunities & seek to learn.	Employees have competencies for present job & career advancement
Reinforce Performance	Clear performance expectations linked to organizational goals & measures. Regular performance appraisals. Recognition. Discipline.	Employees know how their performance contributes to success of organization. Strong performance rewarded; poor performance eliminated	Successful performance is differentiated & strengthened. Employees are held accountable.

Ultimate Outcomes

- Agencies have workforce depth & breadth needed for present and future success
- Employees are committed to the work they do & the goals of the organization
- Productive, successful employees are retained

Agency is enabled to successfully carry out its mission. The citizens receive efficient, cost-effective government services.

Human Resource Management Report
Standard Performance Measures

Plan & Align Workforce

- Percent current position/competencies descriptions [agency tracking system]
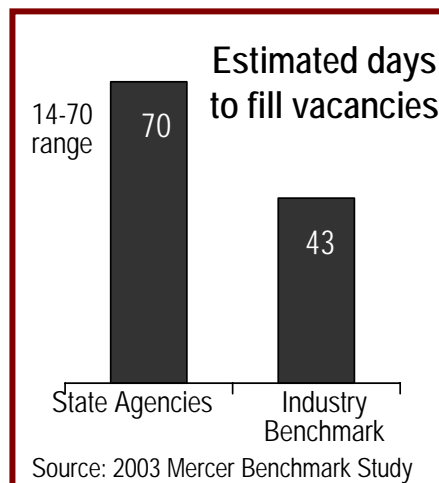- Percent supervisors with current performance expectations for workforce management [agency tracking system]

Hire Workforce

- Time-to-fill funded vacancies [agency tracking system]
- Percent satisfaction with candidate quality [agency tracking system]
- New Hire-to-Promotional ratio [DOP Data/Business Warehouse]
- Percent turnover during review period [DOP Data/Business Warehouse]

Deploy Workforce

- Percent employees with current performance expectations [agency tracking system]
- Employee survey ratings on "productive workplace" questions [DOP standard survey]
- Leave usage (sick, LWOP, unscheduled leave) [DOP Data/Business Warehouse]
- Overtime usage [DOP Data/Business Warehouse]
- Number & type of non-disciplinary grievances [agency tracking system]

Develop Workforce

- Percent employees with current annual individual development plans [agency tracking system]
- Employee survey ratings on "learning/development" questions [DOP standard survey]

Reinforce Performance

- Percent current performance evaluations [agency tracking system]
- Employee survey ratings on "performance accountability" questions [DOP standard survey]
- Number/type of disciplinary issues, actions, appeals disposition [agency tracking system]

Ultimate Outcomes

- Turnover rates and types (e.g., retirement, resignation, etc.) [DOP Data/Business Warehouse]
- Turnover rate of key occupational categories and of workforce diversity [DOP Data/Business Warehouse]
- Employee survey ratings on "commitment" questions [DOP standard survey]

Measures to add in the future:

Current workforce plans that align staff with business priorities

Safety and Workers Compensation measures

Competency gap analysis measure

Recognition/reward measure

Others to be determined

Plan & Align Workforce | Overall foundation & management accountability system to build & sustain high performing workforce

HR Management Report

(preliminary standard measures)

- Percent current position/competency descriptions
- Percent supervisors with current performance expectations for workforce management

Percent positions with current job and competency descriptions

• Competency descriptions for all classifications are 100% complete.

• Training to supervisors/managers for the application of the competency descriptions in progress.

Percent supervisors with current performance expectations for workforce management

• 98% - Performance expectations are included in the Performance Development Plan

Hire Workforce | **Right People in the Right Job at the Right Time**

HR Management Report

(standard measures)

- Days to fill vacancies (from requisition to job offer)
- % satisfaction with candidate quality
- % new hires; % promotional hires
- Retention/dismissal rate during appointment period

Estimated days to fill vacancies

14-70 range

State Agencies: 70
Industry Benchmark: 43

Source: 2003 Mercer Benchmark Study

Candidate Quality
(managers' satisfaction rating)

Traditional Hiring System: 48% | 39%

☐ Don't know ☐ Not Satisfied ■ Satisfied

Source: 2001 DOP random survey of managers

ESD Hiring Balance 2003-05 Biennium
(655 total appointments)

Other 51%
Promotions (intra-agency) 28%
Promotions (inter-agency) 4%
New Hires 17%

Separation during Review Period

* Released
** Voluntary

New Hire Separations: 28%*, 6%**
Promotional Separations: 0.5%*, 7%**

ESD Hiring Balance FY 06
(590 total appointments)

Other 60%
Promotions (intra-agency) 22%
Promotions (inter-agency) 3%
New Hires 15%

Separation during Review Period

* Released
** Voluntary

New Hire Separations: 1%**, 0%*
Promotional Separations: 0.5%

Source: DOP Data Warehouse

8

Deploy Workforce |

Employee time and talent is used effectively. Employees motivated.

HR Management Report

(standard measures)

- Percent employees with current performance expectations
- Employee survey ratings on "productive workplace" questions
- Overtime usage
- Sick leave usage (and "unscheduled" leave if available)
- Number & type of non-disciplinary grievances and disposition

Percent employees with current performance expectations

98% - Performance expectations are completed with the Performance Development Plan

Do employees have day-to-day support to enable successful job performance?

NOTE: The "productive workplace" questions from the statewide employee survey are shown below. This new survey will be conducted in Spring 2006. Each agency will have its own results, and all will be rolled up for the enterprise-level report card.

- I know what is expected of me at work. 4.2
- I have the opportunity to give input on decisions affecting my work. 4.1
- I receive the information I need to do my job effectively. 4.2
- I have the tools and resources I need to do my job effectively. 3.7
- My supervisor treats me with dignity and respect. 4.2
- My supervisor gives me ongoing feedback that helps me improve my performance. 4.2
- I receive recognition for a job well done. 3.0

Deploy Workforce | Employee time and talent is used effectively. Employees motivated.

Overtime: Is employee time well managed?

Average Overtime Hours per Employee per Quarter

Legend: Statewide minus DNR, ESD

ESD Overtime Costs

FY 2003	FY 2004	FY 2005	FY 2006 1st Qtr
914,505	989,653	373,408	365,162
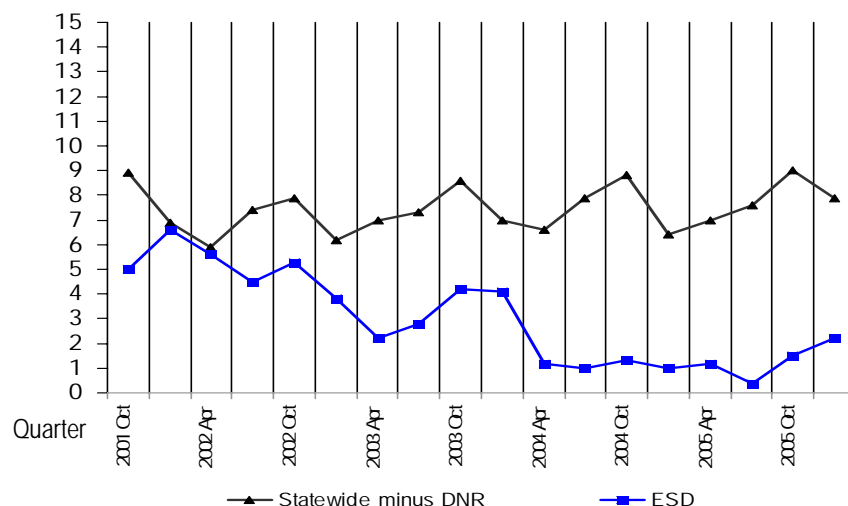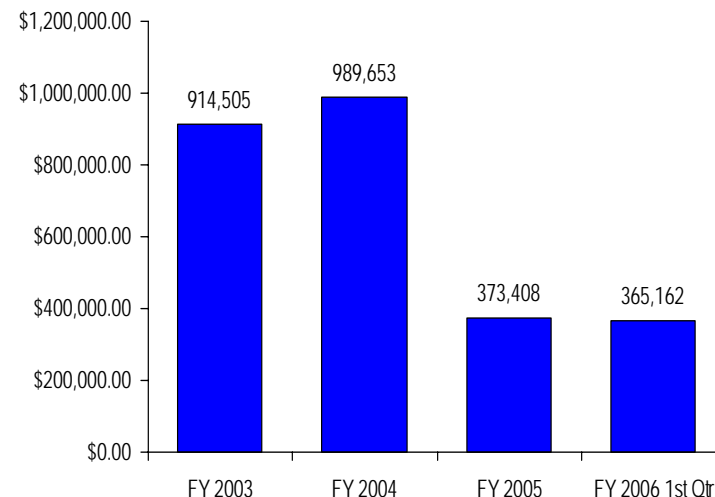
Average Percent Employees Receiving Overtime

Legend: Statewide minus DNR, ESD
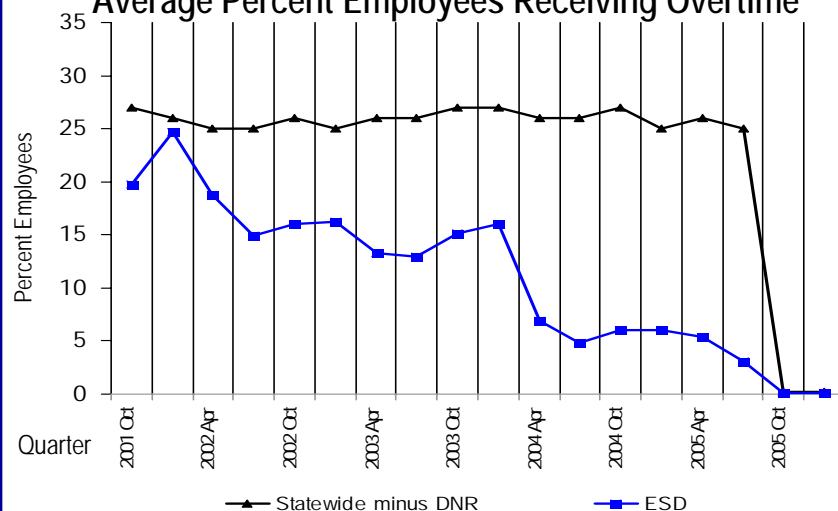
Statewide Overtime Costs
(In $Millions. Excludes DNR)

FY 2003	FY 2004	FY 2005	FY 2006 1st Qtr
45.22	46.88	48.9	12.7

Source: DOP Data Warehouse

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Deploy Workforce | Employee time and talent is used effectively. Employees motivated.
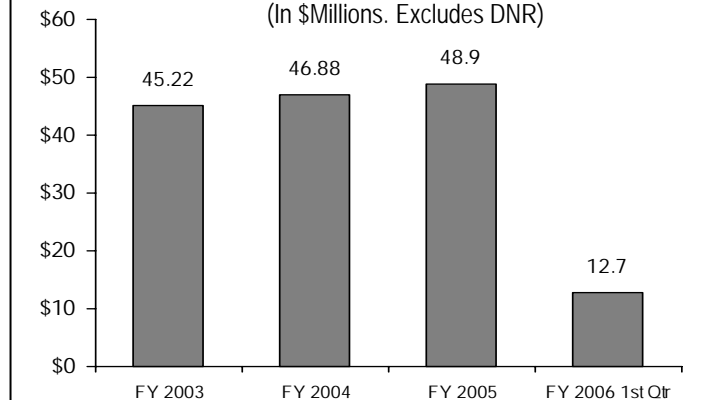
Leave: Do employees come to work as scheduled?

Average Sick Leave Hours per Employee
(quarterly, per capita)
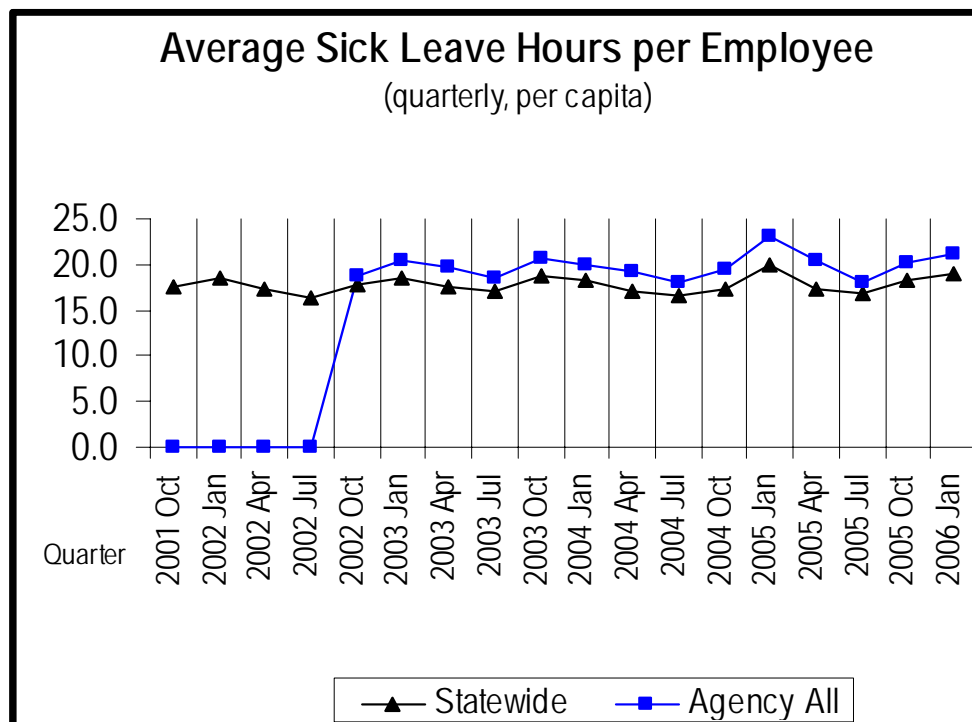
Notes:

- Statewide, peak sick leave usage tends to be October-December quarter. This generally follows trend with overtime usage, particularly for agencies with institutions.
- It is unknown whether the sick leave usage shown was planned or unplanned.
- For the most part, only actual leave time gone from work is shown. Leave hours donated and leave hours cashed out have been removed from this display (except for retirement cash out).

	Per Capita Sick Leave Use		Just Those Who Took Sick Leave	
	Ave. Sick Leave Hours Used per Qtr*	% of Earned Sick Leave	Ave. Sick Leave Hours Used per Qtr*	% of Earned Sick Leave
Statewide	17.8 hours	74%	22.5 hours	95%
ESD	15.4 hours	64%	17.5 hours	73%

Source: DOP Data Warehouse

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Deploy Workforce | Employee time and talent is used effectively. Employees motivated.

Employee relations: Are contracts/policies applied appropriately?

Number of Grievances Filed Since 7-1-05

Legend: All agencies (including ESD); ESD only

July 05: 95, 0
Aug 05: 116, 0
Sept 05: 80, 5
Oct 05: 91, 1
Nov 05: 86, 1
Dec 05: 97, 1

Category	Value
Discipline	1.0% / 23.4%
Compensation	19.3%
Overtime	12.4%
Work Hours	0.2% / 4.4%
Bid System	4.6%
Leave	0.2% / 5.0%
Hiring/Appts	3.0%
Non-discrimination	4.4%
Management Rights	0
All other	21.5%

Legend: ESD only; All Other Agencies
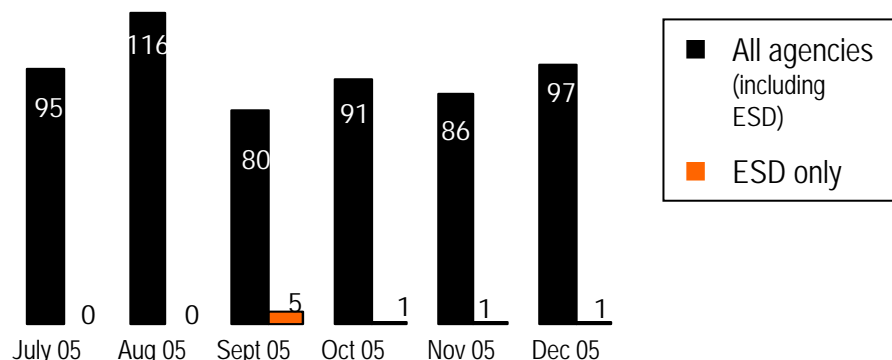
Notes:

- Grievance filing information is reported monthly by the agency to the State Labor Relations Office (LRO). LRO then maintains statewide data.

- LRO tracks which grievances move on to pre-arbitration reviews and arbitrations. They also track outcomes and trends statewide and by agency. This information will be included in future GMAP reports.
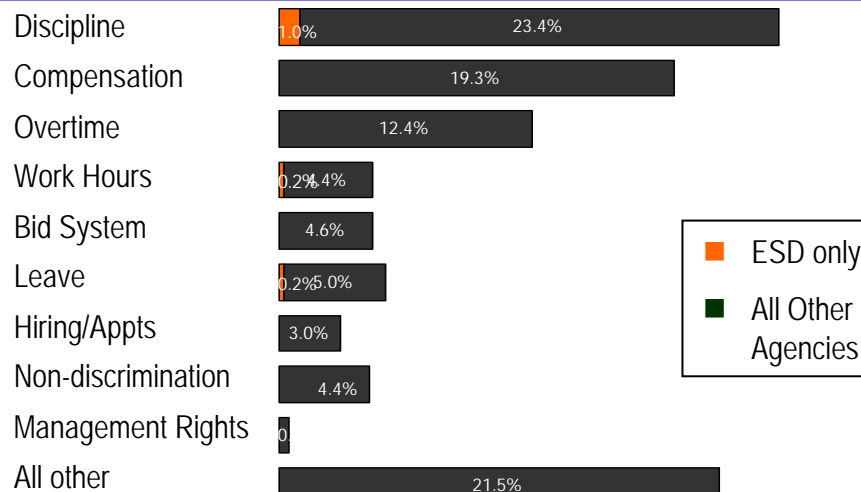
Source: State Labor Relations Office   12

Develop Workforce |

HR Management Report

(standard measures)

- Percent employees with current annual individual development plans
- Employee survey ratings on "learning & development" questions

98% of employees have current annual individual development plans - individual development plans are integral to the employee's Performance Development Plan

Employee perceptions on learning and development:

NOTE: The "learning and development" questions from the statewide employee survey are shown below. This new survey will be conducted in Spring 2006. Each agency will have its own results, and all will be rolled up for the enterprise-level report card.

- I have opportunities at work to learn and grow. 3.4

- My supervisor gives me ongoing feedback that helps me improve my performance. 4.2

Reinforce Performance |

HR Management Report
(standard measures)

- Percent employees and managers with current annual performance evaluations

- Employee survey ratings on "performance and accountability" questions

- Number and type of disciplinary issues, actions, appeals disposition

Employment Security On-Time Employee Evaluation Rates
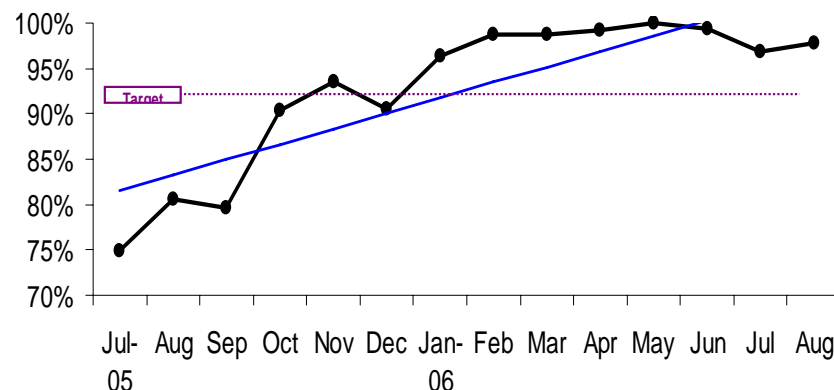
ESD On-Time Evaluation Completion Rates by Division
August 2006 vs. Historical Average of July '05 to August '06

Do employees see a meaningful linkage between their performance and the success of the organization?

- I know how my work contributes to the goals of my agency. 4.3

- My performance evaluation provides me with meaningful information about my performance. 4.1

- My supervisor holds me accountable for performance. 4.7

- My co-workers accountable for performance. 4.0

- I receive recognition for a job well done. 3.0

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Reinforce Performance | Successful performance is differentiated & strengthened. Employees are held accountable.

Disciplinary action: Is poor performance dealt with?

Disciplinary Grievances Filed Since July 1, 2005

- All agencies (including ESD)
- ESD Only

	July	August	September	October	November	December
All agencies	7	30	27	24	25	25
ESD Only	0	0	4	1	0	1
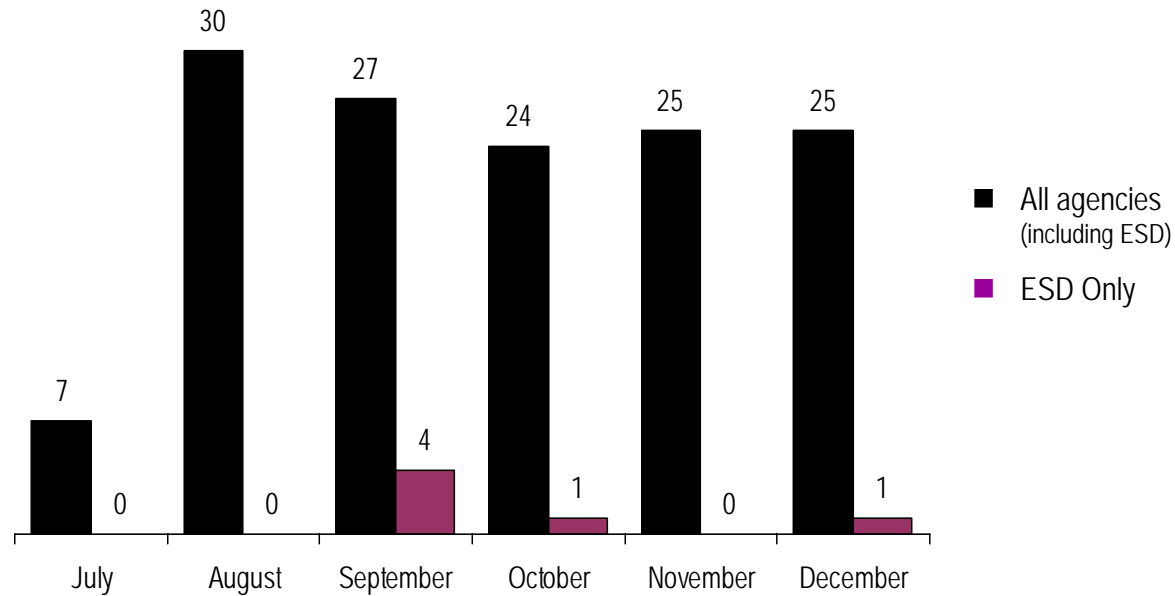
Issues Leading to Disciplinary Action and Disciplinary Grievances

Placeholder. DOP is presently working with LRO and AGO to track types of issues that lead to disciplinary action and related grievances.

Reinforce Performance | Successful performance is differentiated & strengthened. Employees are held accountable.

Disciplinary action: Is poor performance dealt with?

FY 2003
Actions Taken: 250 | 55 | 176 | 151 = 632
Appeals: 93 | 35 | 40 | 47
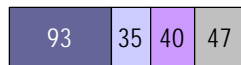
FY 2004
Actions Taken: 272 | 54 | 162 | 149 = 637
Appeals: 112 | 41 | 46 | 53
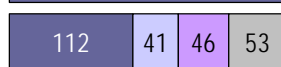
FY 2005
Actions Taken: 274 | 54 | 158 | 137 = 623
Appeals: 87 | 37 | 37 | 43
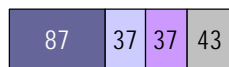
Legend: ■ Dismissal ■ Demotion ■ Suspension ■ Salary Reduction

Notes:
It is noted that the appeal process changed effective July 1, 2005. Disciplinary "appeals" now go through the grievance process(for represented employees). As such, the manner in which this data will be presented in the future will likely change. DOP will update template in Spring 2006.
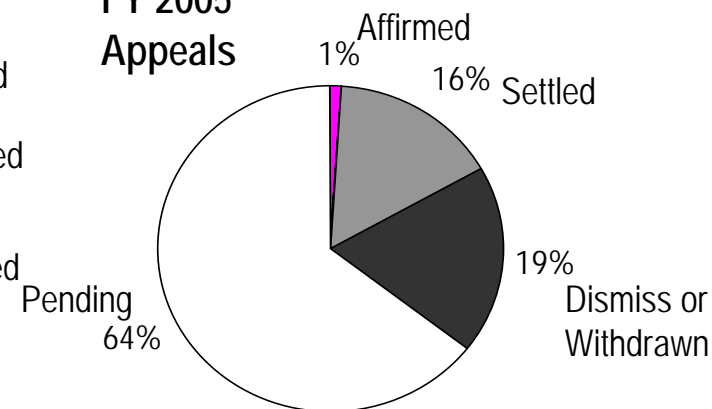
FY 2003 Appeals: 18% Affirmed, 2% Modified, 1% Reversed, 20% Settled, 59% Dismiss or Withdrawn

FY 2004 Appeals: Pending 6%, Affirmed 13%, 1% Modified, 2% Reversed, 19% Settled, 59% Dismiss or Withdrawn

FY 2005 Appeals: Affirmed 1%, 16% Settled, 19% Dismiss or Withdrawn, Pending 64%

Source: DOP Data Warehouse; Personnel Appeals Board   16
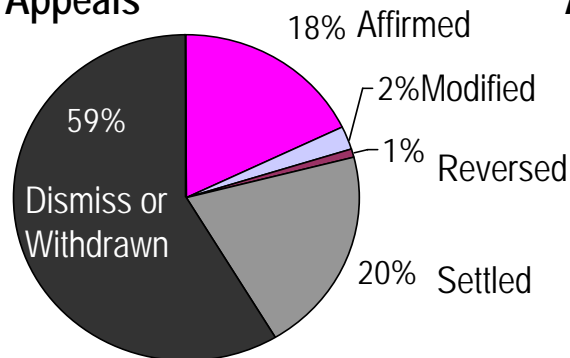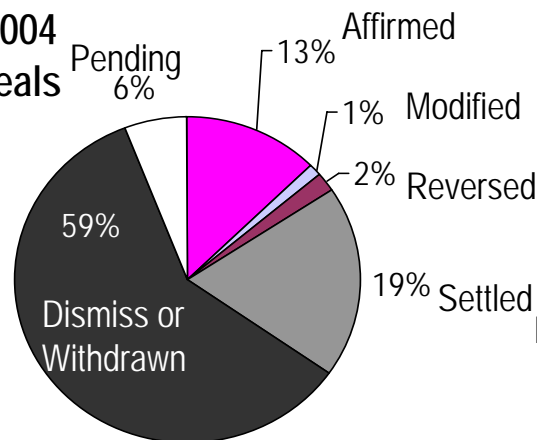
Ultimate Outcomes |

State has workforce breadth & depth for present & future success.

Employees are committed to the work they do and the goals of the organization.

Successful, productive employees are retained.

HR Management Report

(standard measures)

- Employee survey ratings on "commitment" questions
- Turnover rates and types (e.g., retirement, resignation, etc.)
- Turnover rate of key occupational categories and of workforce diversity

Indicators of Employee Commitment

NOTE: The "employee commitment" questions from the statewide employee survey are shown below. This new survey will be conducted in Spring 2006. Each agency will have its own results, and all will be rolled up for the enterprise-level report card.

- I know how my agency measures its success. 3.3
- I know how my work contributes to the goals of my agency. 4.3
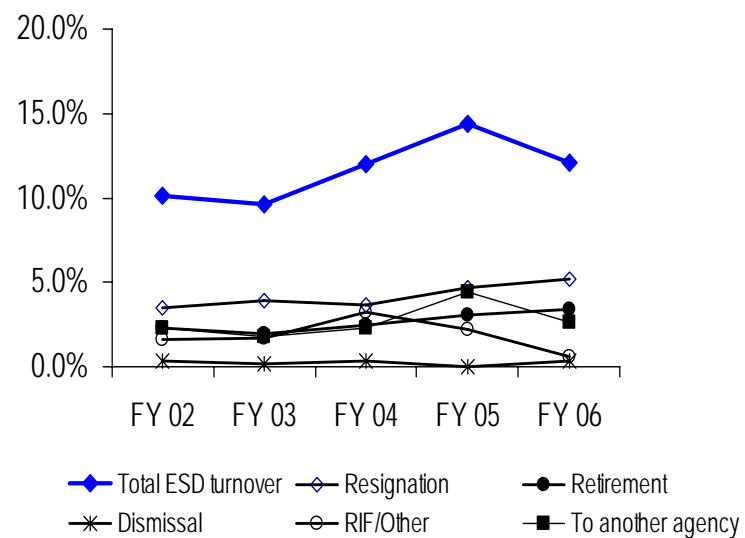- I receive recognition for a job well done. 3.0

Ultimate Outcomes | continued

Turnover – ESD (Leaving the agency)
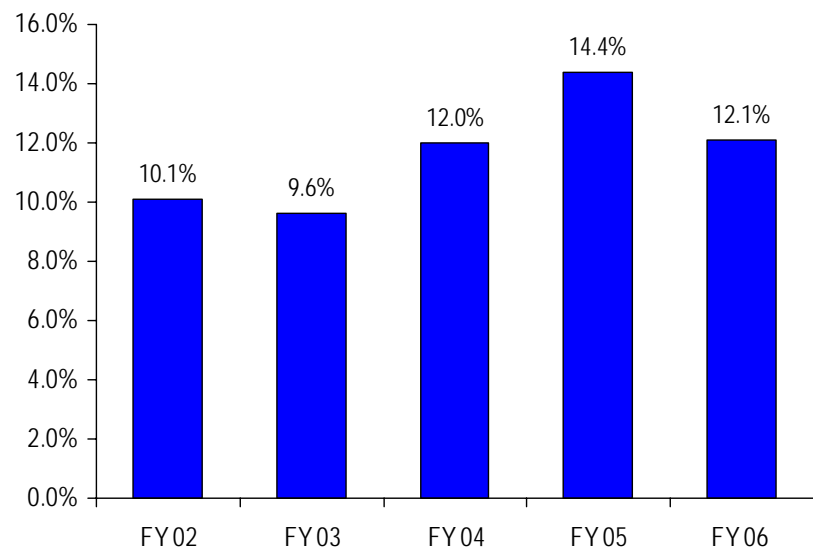
Workforce Turnover Breakdown

Ultimate Outcomes | continued
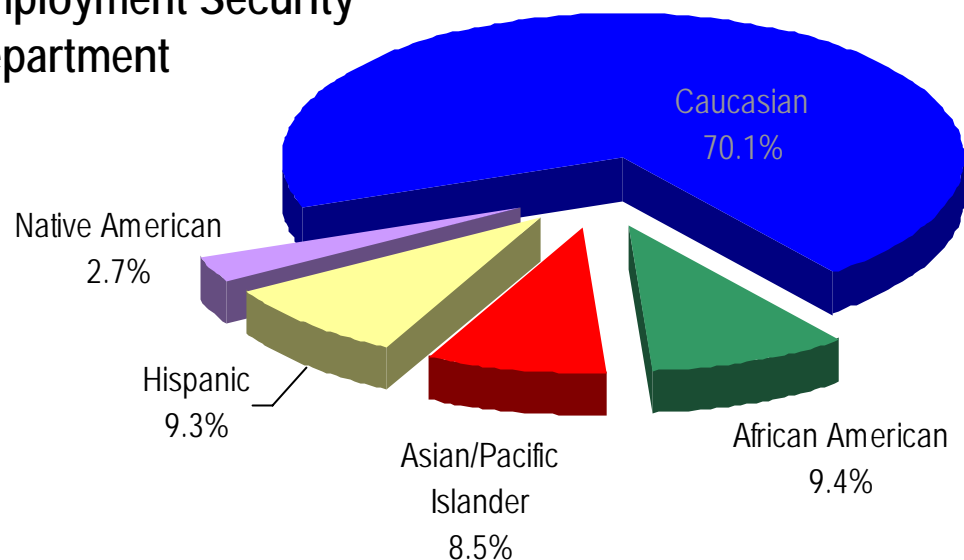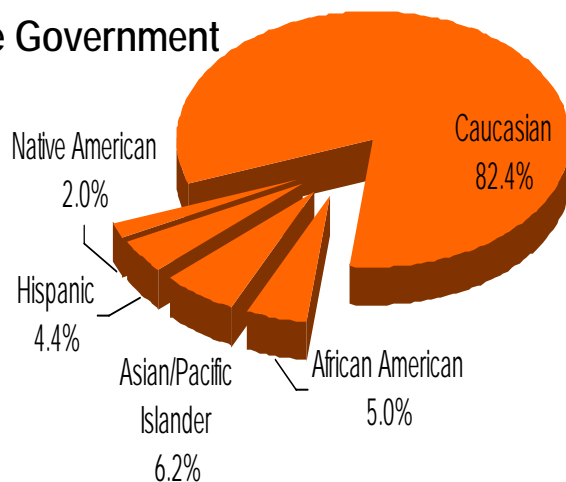
Workforce Diversity

Diversity Profile	ESD	State
Women	64%	52.0%
Persons with disabilities	6.3%	5.2%
Vietnam Veterans	11.7%	7.3%
Disabled Veterans	4.3%	1.3%
Persons over 40	82.4%	73.1%
People of color	29.9%	17.6%

Employment Security Department

Caucasian 70.1%
Native American 2.7%
Hispanic 9.3%
Asian/Pacific Islander 8.5%
African American 9.4%

WA State Government

Native American 2.0%
Hispanic 4.4%
Asian/Pacific Islander 6.2%
African American 5.0%
Caucasian 82.4%

WA Labor Force

Native American 2.4%
Hispanic 6.4%
Asian/Pacific Islander 6.8%
African American 3.3%
Caucasian 81.1%

Source: DOP Data Warehouse

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